

Document No. 2

NO CHANGE in Class. ☐

Approved For Release 2001/04/04 : CIA-RDP61-00017A000400110008-2

Class. CHANGED TO: TS S

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 010278 By: 025

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MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Staff Study, Reorganization of Office of Training

I. The Problem

What changes should be effected in the organizational structure of the Office of Training at the present time in order to provide for a gradual cohesion of the covert and overt elements?

II. Discussion

A. AUTHORIZATION AND SCOPE OF STUDY - Conducted at the request of the Director of Training with major emphasis upon the overt elements. The scope conformed to the desires of the Director of Training and represents the first of a series of studies which will be necessary in order to merge efficiently certain overt and covert training elements.

B. MAJOR CHANGES PROPOSED - Recommendations, contained herein, if approved, will have the following effects:

1. Centralization of administration and training aid support.
2. More easily defined supervisory relationships through the pulling together of the overt and covert elements under their respective Deputy Directors of Training.
3. Provision for expansion of certain significant functions, such as career development, orientation and briefing, and language training, consistent with apparent need.
4. The addition of 40 positions to provide for increased production in training aids, language training, assessment and evaluation, together with increased emphasis upon intelligence training.

C. FUTURE CHANGES ANTICIPATED - Because a gradual reorganization of the training activity appears desirable, it will be necessary to examine at some future time, perhaps within six months, the desirability of further staff centralization. An examination should be made to evaluate the appropriateness of the existing practice of paying the employees of the Office of Training (Special) from unvouchered funds. It will also be necessary to examine the substantive course content

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throughout the training activity in order to determine the practicality of certain changes, concerning which the following might be typical:

1. Centralization of reading improvement instruction.
2. Agency-wide coverage on certain types of courses, particularly those of an overt nature being given by the covert training elements at the present time.
3. Staff supervisory relationships and direct responsibilities of the Office of Training with respect to training being conducted by other Agency Offices such as security indoctrination lectures and operational training projects, particularly those within OPC.

III. Recommendations - It is recommended that:

A. The present organizational structure of the Office of Training (see Exhibit A) be converted to that portrayed in Exhibit B.

B. The organizational responsibilities portrayed in Exhibit C be approved pending further study. (The Director has previously authorized inclusion of certain briefing and presentation responsibilities in the Training Office's mission.)

C. The T/O proposed in Exhibit D be approved, pending additional study of the covert elements of the Office of Training.

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Advisor for Management

Concurrences:

Director of Training

Assistant Director (Personnel)

Comptroller

Approved: _____

Deputy Director
(Administration)

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Attachments: 4

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OFFICE OF TRAINING

I. MISSION

The Director of Training is in charge of developing and directing all Agency training programs.

II. FUNCTIONS

The Director of Training shall:

- A. Arrange, in coordination with the Assistant Director (Personnel), for the procurement, on a selective basis from all sources, of qualified employees for career development.
- B. Develop the programs for both the orientation and in-service training of Agency personnel for all phases of Agency operations.
- C. Supervise all Agency training programs and conduct such general training programs as may be required to meet Agency needs.
- D. Conduct intelligence briefings and presentations in the Agency for authorized individuals.

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Exhibit C

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SUPPORT STAFF

I. MISSION

To provide administrative services and training support to all activities of the Office of Training, and to advise and assist the Director of Training on problems having to do with these matters.

II. FUNCTIONS

- A. Advise and assist the Director of Training, his Deputies and Staff and Division Chiefs on matters pertaining to administration and training support.
- B. Provide centrally or supervise on a decentralized basis administrative services and training support for all activities of the Office of Training.
- C. Supervise and coordinate the activities of the Administrative Services Branch and the Training Materials Branch.

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ADMINISTRATIVE SERVICES BRANCH

I. MISSION

To provide maximum administrative support to all activities of the Office of Training.

II. FUNCTIONS

- A. Provide centrally or supervise on a decentralized basis the administrative services of the Office of Training including personnel, finance, transportation and general office services.
- B. Coordinate the Office of Training administrative activities with central CIA administrative facilities.
- C. Provide technical supervision for all Office of Training administrative personnel.
- D. Advise and assist the Commandant of the Joint Training Installation in the development of administrative procedures and in implementing administrative requirements of the Area.
- E. Conduct studies of the Office of Training activities, procedures and facilities, prepare reports with recommendations and conduct liaison and negotiations as follow-ups to such studies.
- F. Receive and process all requests for training, and advise the requesting Office, through its Training Liaison Officer, as to the registration resulting from such training requests.
- G. Register all students accepted for training and maintain all student records.

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- H. Maintain liaison with the Office of Communications and Technical Services Staff for the implementation of certain technical training.
- I. Arrange for the admission of OSO and OPC students to various courses of instruction conducted by other government agencies as directed by the Director of Training.
- J. Make periodic studies of overall long-range requirements of the Office of Training for staff personnel, training areas and support facilities.

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TRAINING AIDS BRANCH

I. MISSION

To provide intelligence training materials and instructional aids support for the activities of the Office of Training, to assist the instructional branch chiefs in instructor training, and to provide library services for staff and student personnel of training programs under the direction of the Deputy Director of Training (Special).

II. FUNCTIONS

- A. Consult and advise staff personnel in implementing the training program with effective instructional techniques and in the use of instructional materials and equipment.
- B. Provide assistance to the training branches in the planning and conduct of instructor training courses.
- C. Through liaison with other offices of CIA, acquire from these offices and all other sources intelligence materials and instructional aids required by the training programs.
- D. Provide appropriate library services of intelligence interest for staff and student personnel.
- E. Procure, assemble and develop audio-visual aids and equipment and provide related services required by the training programs.
- F. Provide a uniform processing and control service in the editing and publishing of all Office of Training materials.

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CAREER DEVELOPMENT STAFF

I. MISSION

To plan, develop and implement the Career Development program of the Agency.

II. FUNCTIONS

- A. Formulate plans for the institution and development of the Career Development program, including introduction and validation of a periodic supervisory appraisal system.
- B. Arrange, in coordination with the Personnel Office, for the implementation of this program.
- C. Establish and maintain contacts in colleges and universities, as well as at selected separation centers of the Armed Services, for the selection of potential professional trainees.
- D. In cooperation with the Personnel Office, interview and select potential professional trainees for employment under this program.
- E. Arrange for the basic training of selected trainees in the CIA Intelligence School.
- F. In coordination with the Personnel Office, recommend the placement of trainees in the Agency upon completion of their basic training in the CIA Intelligence School.

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DEPUTY DIRECTOR OF TRAINING (GENERAL)

I. MISSION

The Deputy Director of Training (General) is responsible to the Director of Training for developing, directing, and conducting all overt Agency training programs, except the Career Development program, and for developing and administering external overt training programs.

II. FUNCTIONS

- A. Advise the Director of Training on all overt training matters.
- B. Develop and conduct programs for the orientation and overt in-service training of Agency personnel.
- C. Supervise all Agency overt training programs, and conduct such general training programs as may be required to meet Agency needs.
- D. Develop external overt training programs and control Agency participation therein.
- E. Establish and maintain necessary liaison with the Offices of the Agency, other Government agencies and civilian establishments.
- F. Supervise and coordinate the activities of the various training and support elements under his direction.

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PLANS AND RESEARCH STAFF

I. MISSION

To advise and assist the Deputy Director of Training (General) in the development of plans, policies and procedures for the fulfillment of his mission, ascertain the overt training requirements of the Agency, plan programs to meet these requirements.

II. FUNCTIONS

- A. Determine present and future overt training requirements of the Agency.
- B. Develop plans for programs to meet training requirements within the scope of the mission of the Deputy Director of Training (General).
- C. Evaluate the adequacy of training programs and ensure that instruction provided by all divisions is consistent in content and adequately correlated.
- D. Provide guidance and assistance to the staffs and divisions under the direction of the Deputy Director of Training (General) in the development of training programs and instructional materials.
- E. Undertake such special studies as the Deputy Director of Training (General) may direct.

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EXTERNAL PROGRAMS STAFF

I. MISSION

To develop required external training programs, other than language, for Agency personnel.

II. FUNCTIONS

- A. Arrange with the Armed Services for appropriate programs of training to be given to personnel destined for active military duty, who are designated for ultimate or return employment by CIA.
- B. Arrange for, coordinate and administer the assignment of CIA employees as students at Department of Defense schools.
- C. Arrange for, coordinate and administer the attendance of selected CIA officials at lectures having intelligence value which are sponsored by the Department of Defense and other Government agencies.
- D. Develop programs as required in areas other than language with selected colleges, universities, and industrial companies in order to provide highly specialized scientific and technical training, to refresh the technological training of selected personnel of the Agency and as advanced training for careerists destined for positions requiring scientific or technical competence.

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ORIENTATION AND BRIEFING DIVISION

I. MISSION

To plan, prepare and present, as approved by Director of Training, briefings, lectures, and orientations, including sound-recorded, visual-recorded, written and oral orientation and indoctrination matter, dealing with the mission, functions, scope and responsibilities of the Central Intelligence Agency.

II. FUNCTIONS

- A. Administer approved orientation and indoctrination programs of the Office of Training.
- B. Plan, coordinate and conduct, normally bi-monthly, the CIA Orientation and Indoctrination Course authorized by CIA Regulation No. [REDACTED]
- C. Plan, prepare and conduct additional approved orientation and indoctrination courses, as feasible, for the personnel of individual CIA Offices as desired by the respective Office Chiefs.
- D. Plan, prepare and make available to authorized persons CIA orientation and indoctrination material, packaged in sound-recorded and visual-recorded form, and designed for selected levels from VIP to clerical.
- E. Present, or arrange for presentation, as directed and approved by the Director of Central Intelligence, official CIA intelligence briefings to Service attaches and selected Government officials prior to their departure to duty abroad.
- F. Present and discuss, as directed and as approved by the Director of Central Intelligence, CIA mission, functions, and responsibilities to selected non-CIA U. S. officials and private citizens.
- G. Present and discuss, as directed and approved by the Director of Central Intelligence, CIA mission and responsibilities to selected foreign officials.
- H. Prepare and present outside Agency presentations as approved by the Director of Training and cleared in accordance with paragraph I., below.

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- I. Clear all outside Agency official presentations with CIA Security and Assistant to the Director of Central Intelligence (Colonel Hansen) after approval by the Director of Training and make no departures from the text so approved and cleared.
- J. Plan, establish, and maintain an Agency Orientation-Briefing Room as approved by the Director of Training.
- K. Submit to the Director of Training for consideration recommended additional orientation and indoctrination programs.
- L. Submit periodic progress reports, normally weekly, to the Director of Training.

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LANGUAGE SERVICES DIVISION

I. MISSION

To provide all language training required in the Agency.

II. FUNCTIONS

- A. Develop and direct a Language Laboratory, staffed by five linguistics specialists for the five major areas of language, namely, Germanic, Romance, Slavic, Oriental, and Arabic, and employing audio-visual techniques, for teaching required languages to selected employees within the Agency.
- B. Determine Agency requirements for language training.
- C. Develop external programs of language training as required, and control Agency participation therein.
- D. Develop and maintain necessary liaisons within CIA, with colleges and universities, and with other Government agencies to effectively accomplish the assigned mission.
- E. Provide for continuing review and improvement of courses, course materials and instructional methods.
- F. Direct necessary research investigation to fulfill the language training requirements peculiar to this Agency.
- G. Conduct research into the use of the audio-visual techniques developed in the Language Laboratory for intelligence operations other than language training.

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GENERAL TRAINING DIVISION

I. MISSION

To develop, direct and conduct appropriate overt training programs, including primary intelligence and area study, digest and report writing, reading improvement and clerical training.

II. FUNCTIONS

- A. Advise the Deputy Director of Training (General) on matters relating to all overt training programs for which the General Training Division has been assigned responsibility.
- B. Develop, direct and conduct appropriate overt training programs, including Unclassified Training Group (A), Reading Improvement and Clerical Training.
- C. Supervise and coordinate the activities of the several branches of the General Training Division.
- D. Establish and maintain necessary liaison, as authorized, with Offices of the Agency to accomplish the mission assigned.

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UNCLASSIFIED TRAINING GROUP (A) BRANCH

I. MISSION

To develop and conduct a training program for provisionally cleared professional employees of the Agency, including primary intelligence and area study and digest and report writing.

II. FUNCTIONS

- A. Direct the activities of the Unclassified Training Group (A).
- B. Prepare and conduct approved courses of instruction for provisionally cleared professional employees, including primary intelligence and area study and digest and report writing.
- C. Arrange for participation of UTG/A Students in the Reading Improvement Program.
- D. Maintain liaison as authorized with Offices from which students come in order to determine their specific training requirements and be able to prescribe appropriate research and reporting assignments accordingly.
- E. Select, as approved by the Chief, General Training Division, and with the specific approval of the Inspection and Security Office where required, guest lecturers from within and from outside the Agency.
- F. Provide for the continued review and improvement of course material.
- G. Maintain records as required on the progress of students and forward these to the Records and Registration Staff.

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READING IMPROVEMENT BRANCH

I. MISSION

To develop and conduct a program of reading improvement for Agency employees.

II. FUNCTIONS

- A. Direct the activities of the Reading Improvement Laboratory.
- B. Develop and conduct a program of reading improvement for Agency employees which will increase reading speed and develop reading comprehension.
- C. Provide instruction in rapid reading, as required, to students enrolled in the UTG/A Program and the CIA Intelligence School.
- D. Conduct research into reading problems and provide for continued review and improvement of course material.

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CLERICAL TRAINING BRANCH

I. MISSION

To provide required clerical training for Agency employees.

II. FUNCTIONS

- A. Develop and conduct appropriate courses of instruction to meet clerical training requirements of the Agency.
- B. Supervise and direct the activities of the Clerical Training Branch at Alcott Hall.
- C. Provide technical supervision of the content and method of instruction at the Pool for unclassified employees conducted by the Personnel Office.
- D. Provide for the continuing survey of Agency clerical training requirements and for the continued review and improvement of courses and course material in the light of these requirements.

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CIA INTELLIGENCE SCHOOL

I. MISSION

To establish and conduct a CIA Intelligence School for the purpose of training intelligence officers on a continuing basis who will have a clear understanding of national intelligence and the Agency's mission in that field.

II. FUNCTIONS

- A. Establish and conduct a basic training course for newly employed junior intelligence officers selected under the Career Development Program.
- B. Select, in coordination with the Deputy Director of Training (General), and with the specific approval of the Inspection and Security Office where required, guest lecturers from within and from outside the Agency.
- C. Arrange for participation of students of the CIA Intelligence School in the rapid reading program conducted by the Reading Improvement Branch and the language program of the Language Services Division.
- D. Develop plans, in coordination with the Chief, Plans and Research Staff, for:
 1. The establishment of a Career Intelligence Course as a refresher course for experienced intelligence officers of the Agency.
 2. The establishment in the future of a National Intelligence University, offering courses on a postgraduate level for experienced intelligence officers within the Agency as well as for selected representatives of the intelligence components of other Government agencies.
- E. Establish and maintain required liaison with other Government agencies and Intelligence Schools.
- F. Provide for the continuing review and improvement of courses, course material and instructional methods.

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ASSESSMENT AND EVALUATION DIVISION

I. MISSION

To provide for the psychological assessment, testing and evaluation requirements of the training programs under the direction of the Deputy Director of Training (General), as well as of the Career Development Program.

II. FUNCTIONS

- A. Advise and assist the Deputy Director of Training (General) in formulating assessment, testing and evaluation policies and procedures.
- B. Develop plans for, and establish and maintain, in coordination with the Chief, Career Development Staff, a program of assessment, testing and evaluation for the Career Development Program.
- C. Develop plans for, and establish and maintain programs of testing, assessment and evaluation required in connection with training programs which are under the direction of the Deputy Director of Training (General).
- D. Advise and assist the Deputy Director of Training (General) and his staff and division chiefs on training problems involving technical phases of psychology.
- E. Develop and maintain an adequate program of student and course evaluation for the training activities conducted by the Deputy Director of Training (General).
- F. Carry on studies to determine the validity and efficiency of assessment and evaluation procedures and to improve methods and techniques involved.
- G. As authorized by the Deputy Director of Training (General), conduct liaison with CIA Offices and psychological activities outside the Agency, for the purpose of accomplishing assigned objectives.

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